1.0 Leadership

1.1 Organizational Leadership. Our executive officers are the Commander, the Deputy for Programs and Technical Management (Civilian Deputy), and the Military Deputy Commander. Reporting directly to them are our directorate and separate office chiefs. The executive officers, directors, chief of Counsel, and Quality Coordinator form our Quality Steering Group (QSG), which is Huntsville Center's main governing body.

1.1a Senior Leadership Direction

1.1a(1) Setting, communicating, deploying direction

Fig. 1.1-1 shows the integration and execution of our leadership system. Leaders set direction during strategic planning (box ❷ in fig. 1.1-1), where they review and modify our values and guiding principles (fig. 1.1-2) and set direction for the Center (2.0).

Leaders use the following mechanisms to reinforce values and guiding principles, tie performance to planning, and maintain strong customer focus. These items coordinate with box ❼ in fig. 1.1-1:

- *360 Performance Review.* Leaders use 360 to evaluate employee and management performance and to reinforce values. 360 criteria include items on teamwork, ethics, customer service, innovation, communication, and efficiency (5.1a(3)).

- *Team structure.* Our team structure, described in 5.1a(1), is the bedrock of our customer-focused culture and process improvement.

- *Team Awards System.* Our team awards system aligns organizational performance to strategic and business plan goals, promotes teamwork, and reduces boundaries (5.1a(4)).

- *Customer surveys.* Surveys reinforce our customer-focused culture. We use our Center-wide external customer survey (table 7.1-1) to determine external customer satisfaction and improve performance. We use our internal customer surveys to evaluate and improve in-house support.

- *Open door policy.* The commander's door is open to all employees who need to talk or just want to grab a handful of chocolates from the bottomless bowl on his conference table.

- *"It's Our Business"* fact sheets inform employees about improving business practices.

- *Command Bulletin.* Our award-winning monthly employee newsletter includes a monthly message from the Commander.

- *Standdowns*. Derived from standard safety procedures, a standdown is a mandatory work stoppage providing focused program review.
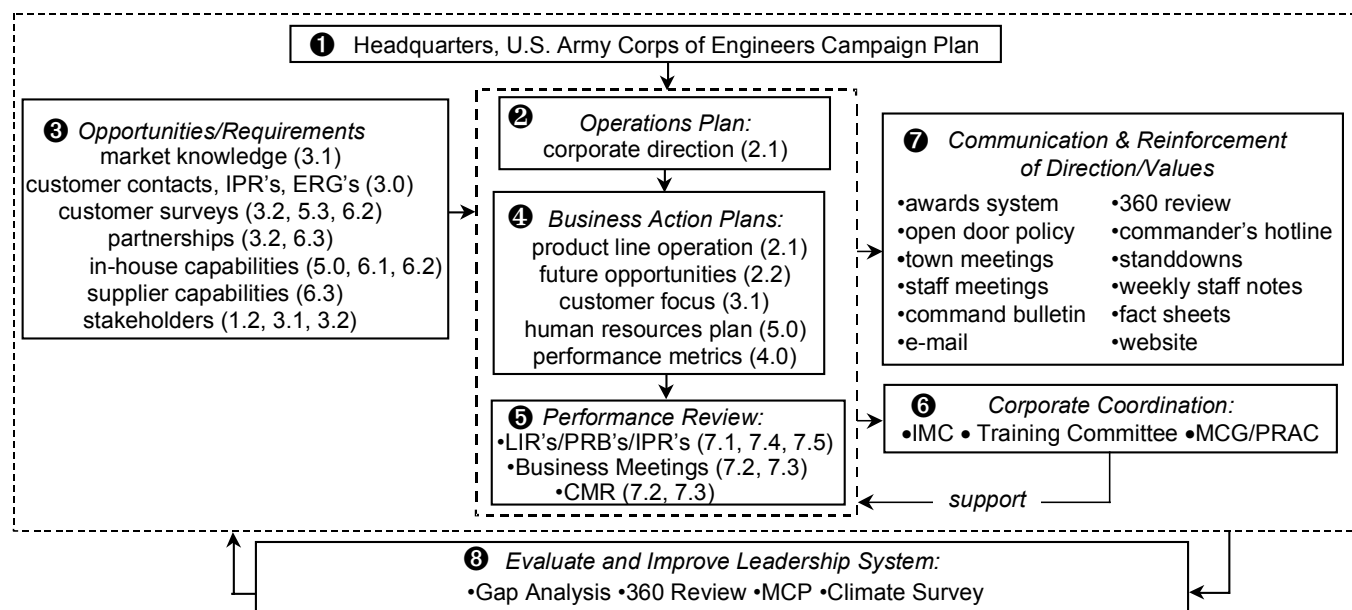
Figure 1.1-1. Huntsville's Center's Leadership System. Based on the ❶ Headquarters, U.S. Army Corps of Engineers (HQUSACE) goals for the Corps of Engineers and ❸ other requirements and opportunities, leaders develop our ❷ strategic plan, i.e., our corporate operations plan, as summarized in table 2.2-1. To align with that plan, teams prepare annual ❹ business plans, which are ❺ reviewed by leaders in the appropriate forum (table 1.1-1). The ❻ Information Management Committee (IMC), Training Committee, Management Coordination Group (MCG), and Program Resource Advisory Council (PRAC) provide analysis and support for plan development and execution as described in 1.1b(2). Leaders ❼ communicate direction and values through various methods, especially team awards and 360. Finally, the system is ❽ evaluated and improved.
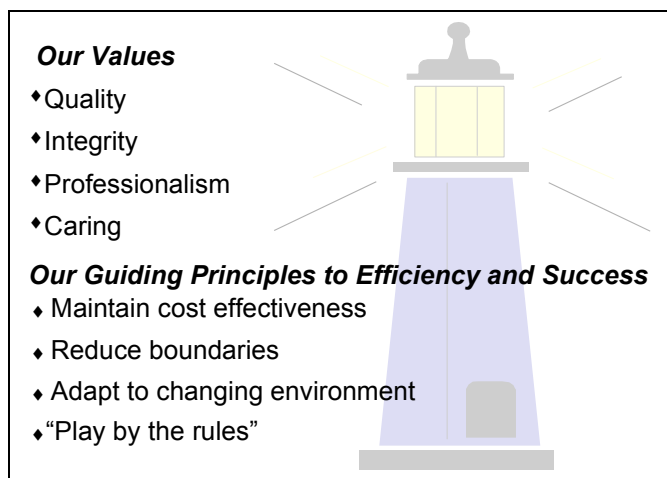
Figure 1.1-2. HNC values and guiding principles

- *Town Meetings.* The commander uses Town Meetings to communicate with the work force.
- *E-mail and Intranet* are used to disseminate calendar of events, staff notes, monthly Business Meeting minutes, etc.
- *Employee Orientations* are held for new Center employees and include the commander's briefing, briefings on our team process, quality management process, ethics, EEO, safety, etc.

1.1a(2) Promoting learning, innovation, empowerment
Leaders use the following mechanisms to create a work environment that supports innovation, continuous learning, and empowerment:

- *Continuous learning* is implemented primarily through our Individual Development Plan (IDP) process, Training Plan process, and training delivery options described in 5.2.
- *Training Committee.* Reporting to senior leaders, our Training Committee oversees training needs and budget and promotes continuous learning (5.2).
- *360 peer review.* Our 360 criteria specifically evaluates employees on innovation. Managers use 360 trends to target training needs. Improvement plans include skill/knowledge building activities.
- *Team structure.* Our team structure reduces boundaries, thereby enabling decision making at the lowest level possible. Our teams are the basic source of process improvement, which are reported quarterly in PRB's (6.1).
- Our *Administrative Support Group* is an innovative approach for building skills of administrative support employees as described in 5.2a(7).
- *On-the-job training and temporary details* as described in 5.2 not only expand learning but also give employees the opportunity to assume more responsibility and develop professionally.

1.1a(3) Seeking opportunities Our leaders seek future opportunities through the following mechanisms.

- *Huntsville's Charter.* Any new opportunities must fall within our chartered mission and be approved by HQUSACE Board of Directors.
- *Market Knowledge.* As explained in 3.1, leaders look for opportunities through DOD budget trends, conferences, etc.
- *Requests/Referrals.* Most of our new opportunities are gained through referrals, a fact that promotes strong customer orientation.
- *Customer Survey.* Through our annual external customer satisfaction survey, we ask current customers if they know of others that could use our services (table 7.1-1, #19 and #20).
- *Strategic Partnerships.* Long-term customers are a continual source of new work. Through such partnerships, we were selected as the manager for facilities design and construction for National Missile Defense, the Corps Installation Support Center of Expertise, and the Corps Medical Center of Expertise.

1.1b Organizational Performance Review

1.1b(1) Reviewing organizational performance
Leaders review organizational performance through the metrics in our five key requirements summarized in table 4.1-1. Reviews are described below and summarized in table 1.1-1. Items coordinate with box ❺ in fig. 1.1-1.

- *Command Management Review (CMR).* A quarterly review of major subordinate commands (MSC's) by the Chief of Engineers, HQUSACE.
- *Monthly Business Meeting.* A monthly review by senior leaders of our cost-of-doing business.
- *Division, Branch, and Team Meetings.* Reviews by leaders and teams to track process performance.
- *Project Review Board (PRB).* Senior leader review of business action plans developed during strategic planning. Includes review of supplier and in-house performance, information technology, training and other human resource needs, customer satisfaction, process improvement actions, best practices, lessons learned, and savings.
- *Line Item Reviews (LIR's).* Project-level review of business action plans developed during strategic planning. Companion to PRB's, LIR findings are reviewed by exception at PRB's.
- *In-Progress Reviews (IPR's).* Program-specific reviews with partners and stakeholders.

1.1b(2) **Translating findings into improvement priorities**
During the reviews in table 1.1-1, we use the following criteria to set priorities for action.

• *Priority One: Safety.* Because of the dangerous nature of our programs, safety issues take precedence over other actions. Our world class safety record is due to Corps of Engineers safety procedures, which set the industry standard for safety. Our performance exceeds Corps goals.

• *Priority Two: Legal, Ethical, and Regulatory Compliance.* One of our guiding principles is "Play By the Rules." At Huntsville Center, customers get the highest legal, ethical, and regulatory standards.

• *Priority Three: Customer Requirements.* Because we are a 100% reimbursable organization, we maintain a high level of customer focus. Our key customer requirements are safety, satisfaction, cost, quality, and schedule. Priorities vary with specific customer requirements and wants.

• *Priority Four: Internal Requirements.* These include system, process, and human resource findings not addressed within the previous priorities.

Based on those priorities, further analyses and actions are carried out as follows:

• *Safety issues* are analyzed and resolved by the appropriate IPT in conjunction with our Safety Office (SO).

• *Legal, ethical, and regulatory* issues are analyzed and resolved by the appropriate team in conjunction with the Office of Counsel (OC), Audit Office (AO), and the Equal Employment Opportunity (EEO) Office.

• *Schedule, budget, and external customer satisfaction* issues are analyzed and resolved by the product or service team.

• *Quality* issues are analyzed and resolved by the process owners and teams with the support of the following resources (box ❻ in fig. 1.1-1):

> *Management Coordination Group (MCG)* meets weekly to ensure resource adequacy and alignment and define new service areas.

> *Training Committee* members coordinate and evaluate training requirements and budgets.

> *Program Resource Advisory Council (PRAC)* tracks and allocates funds and manpower; resolves budget issues; reviews and approves program and internal operating budgets.

> *Information Management Committee (IMC)* meets bimonthly to address Center information technology issues, resources, and services.

1.1b(3) **Key performance review findings** Table 1.1-2 shows a sample of key review findings. CMR, PRB/LIR, and Business Meeting information is communicated through staff and team meetings and posted on the internet and intranet. Depending on urgency and scope, information is communicated through e-mail, command bulletins, fact sheets, newsletters, and town meetings. For example, when continuously changing technology is a factor, we use program-specific newsletters. Although communications vary depending on requirements (table 3.1-4 and fig. 3.1-1), our basic approach for communicating with customers are personal contact with the project manager. For suppliers, the internet has been particularly successful for Commerce Business Daily (CBD) notices and electronic solicitations.

1.1b(4) **Improving leadership** Our major systems for improving leadership are described in the following bullets and shown in box ❽ of fig. 1.1-1. Table 1.1-3 shows a summary of key improvements to our leadership system.

• *360 Performance Review.* Through 360, leaders are rated by subordinates, external customers, and peers. Leaders also develop improvement plans on their three lowest-rated areas (5.1a(3)).

• *Management Control Process (MCP).* Leaders evaluate our critical controls to determine weaknesses in management systems.

• *Climate Survey.* The QSG develops performance improvement plans for the three lowest-rated areas of our climate survey (5.3c).

Table 1.1-1 shows performance reviews and process control points where we develop actions like the examples in table 1.1-2. (Green indicates program/product aggregate reviews, blue business aggregate, red HQ aggregate.)

Review Forum	Focus	Reviewers	Section	Frequency
Command Management Review (CMR)	All	Chief of Engineers/Major Subordinate Commands (MSC's)	7.2, 7.3	Quarterly
Business Meeting	Process	QSG	7.2, 7.3	Monthly
Division, Branch, & Team Meetings	Process	Directors, Division Chiefs, Team members	7.2, 7.3, 7.5	Monthly, weekly, daily
Project Review Board (PRB)	Program	QSG	7.1, 7.4, 7.5	Quarterly
Line Item Review (LIR)	Product	Teams	7.1, 7.4, 7.5	Monthly
In-Progress Reviews (IPR's)	Product	Teams, Customer, Suppliers, Stakeholders	7.1, 7.4, 7.5	Varies with req'mts

Table 1.1-2. Sample of key performance review findings

Analysis Findings	Impact On Business	Action	Results
Customers think we are too expensive.	Potential to lose work to other Corps elements.	Develop business process. Adopt Baldrige criteria as business framework.	Productivity rose. Costs decreased. Customer satisfaction rates rose. Assigned Installation Support and Medical Centers of Expertise.
Contractor estimate lower than our government estimate for Chem Demil Aberdeen plant.	Potential for budget and schedule shortfalls. Loss of stakeholder credibility.	Supported our estimate; MILCON kept funds in program.	Contractor found that their estimate was too low; we did not have to ask for funding because of our efforts.
High false alarm rates for ordnance detection at Jefferson Proving Ground III testing.	Uncovering scrap instead of ordnance drives up removal costs.	Develop fingerprints for specific munitions using geophysical mapping and a geographical interface system database.	Lowest false alarm rate when tested at JPG IV. Apply lessons to next generation of ordnance clearance contracts.
One-third of ordnance investigation costs goes for vegetation clearance.	High investigation costs drain removal funding.	Combine new technologies and statistical analysis to investigate wooded sites.	New method was employed at first ordnance site saving $30K.

Table 1.1-3. Summary of Improvements in Leadership

Evaluation	Improvement	Result
Review process not systematic and not strongly linked to strategic goals. Decision-making sometimes micro-managed. Communication between teams weak.	Standardized LIR/PRB format and process based on strategic and business plan.	Reviews now track program progress toward corporate strategic goals. Review at PRB level is by exception with teams empowered to resolve problems at the LIR level if possible. All IPT activities are tracked for progress and best practices. Lessons learned are shared within and between IPT's. (table 1.1-1)
Losing certain aspects of customer focus through stovepipe structure, especially on large programs. Stovepipe structure hampers responsiveness to changing business needs.	Aligned organization along internal and external customers. Developed teaming structure.	IPT's for each program integrate processes across stovepipes to meet specific product requirements. Productivity and responsiveness increased, since resources are easily matrixed to other IPT's as requirements change. (5.1a(1) and table 5.1-1)
No systematic approach for building teamwork.	Developed team performance awards.	All annual performance awards are team awards that align with strategic and business plans since team award goals are based on plan goals.(5.1a(4))
No systematic, objective approach for reinforcing values.	Developed 360 peer review system.	All employees and leaders are evaluated on standard criteria designed to promote behaviors based on values that reinforce strategic goals. Provides a system for broad-based evaluation of personal leadership. 360 improvement plans shape behavior based on values. (5.1a(3))

• *Annual gap analysis.* We use the Baldrige criteria as a basis for evaluating and improving our leadership system and aligning all of our systems. As shown in fig. 1.1-3, we conduct a gap analysis through our own internal self-assessment and outside feedback. Then, we prioritize areas for improvement. Progress toward gap closure is determined during the next gap analysis cycle when again reviewed.
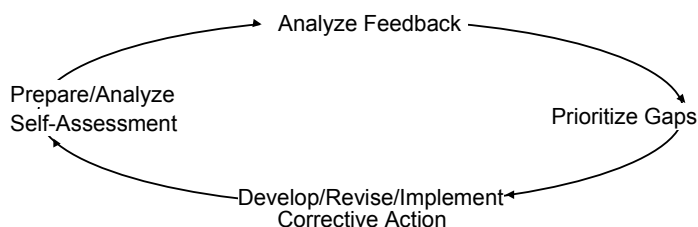

Figure 1.1-3. Annual gap analysis process for continuous evaluation and improvement of systems

1.2 Public Responsibility and Citizenship

1.2a Responsibilities to the public We treat the public as a partner when addressing areas that hold the potential for danger to life, property, and the environment. The two predominant missions within our area of stewardship are ordnance removal and chemical demilitarization. Under those two major programs, we are responsible for reducing public risk caused by unexploded ordnance and for the design and construction of safe chemical demilitarization facilities. Environmental cleanup for other smaller programs follow the same public responsibility procedures.

1.2a(1) Addressing impact on society Fig. 1.2-1 shows our process and measures for determining the societal impact and risks of our work. We execute our societal responsibilities through our public responsibility SOP and our public involvement plans (PIP's), which ensure that we meet or
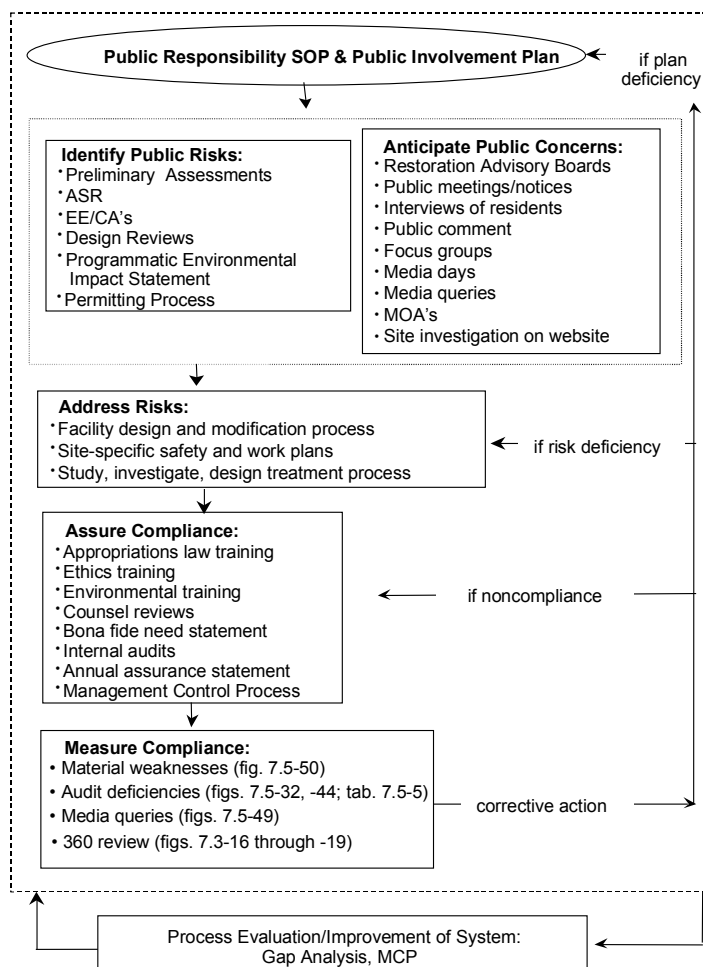
Figure 1.2-1. Through the requirements outlined in our public responsibility SOP and PIP's, we reduce risk to the public and include stakeholders.

exceed legal and regulatory guidelines and requirements or accommodate any site-specific agreements between the Army and the Environmental Protection Agency or State regulatory agencies. Furthermore, leaders reinforce focus on societal responsibility through our guiding principle "Play By the Rules." To manage risk and to ensure legal and ethical practices within all of our programs and contract actions, we use the following proactive approaches:

• Our 360 performance evaluation includes rating items on ethical behavior. Supervisors counsel employees with low ratings and work with employees to develop improvement plans (5.1a(3), figs. 7.3-16 through -19).
• Our Office of Counsel reviews all contract actions over $500K.

• All procurement officials must attend annual ethics training.
• All employees with funds authority must attend annual appropriations law training.
• A bona fide need statement must accompany every obligation to certify that fiscal law time and purpose requirements are met.
• Each year we prepare an annual assurance statement that management controls throughout the command are in place, operating, and effective.
• Under MCP, we track all regulatory compliance annually and audit material weaknesses (fig. 7.5-50), initiating corrective actions.
• We use audits to find and correct regulatory or procedural deficiencies (figs. 7.5-32, -44, table 7.5-5).

1.2a(2) Anticipating public concerns To anticipate public concerns and inform the public of risks, we use the approach in fig. 1.2-1. Because our missions directly affect the public, we take extra measures to involve the public in the decision-making process. Ordnance and Explosives (OE) removal and environmental restoration processes include a call for public comment on alternative solutions to cleanup challenges. We include public participation throughout the process—from interviews of residents during site investigations to public meetings that discuss alternative actions to news media tours during removal actions. Our standard public involvement effort includes public meetings and notices; the establishment of an administrative record for public review; community activities, such as tours, media days, and open houses; and the establishment of a restoration advisory board (RAB), which is a committee of stakeholders (fig. 7.5-49).

Often mere compliance is not enough. The execution of our OE Program is a primary case where existing laws and regulations fall short. Therefore, as the center of expertise for OE, we develop policy guidance to fill the gaps and address public risk. We further shape policy by serving on DOD and Army boards that are developing OE regulations.

Many of our PIP improvements also go beyond mere compliance and institute proactive measures:

• Amended Public Responsibility SOP to include public feedback at conclusion of Corps' efforts.
• Improved public involvement processes at formerly used defense sites in Virginia, Colorado, and Texas from our PIP.

- Recommended recovered chemical warfare materiel process changes based on our public and media feedback plans of action.
- Increased information exchange with South Dakota State government based on news media analysis of project coverage.
- Increased efforts to explain business processes to employees through orientation briefings, town hall meetings, and the "It's Our Business" fact sheet.

1.2b Support of Key Communities

Citizenship policy. Our commander issued a policy memorandum that supports and institutionalizes corporate citizenship. The policy encourages employee involvement through a liberal leave policy for volunteers, a "Volunteer of the Year" award,

and the publicizing of corporate citizenship internally and in local newspapers.

Organizational community support. Leaders meet with our mayor, chamber of commerce, and Federal representatives on community needs, items of mutual interest, and our area's economy. We use the internet, fact sheets, and news releases to keep our community and customers informed of mission-related activities.

Table 1.2-1 shows other community support provided through Huntsville Center or through individual volunteers. We target five areas for local support.

Table 1.2-1. Huntsville Center community involvement

Support Target Areas	Results
Educational Support	Our Outreach Program, initiated through strategic planning (table 2.2-1, team 14), establishes a relationship with students and schools to provide continuous contact with a diverse group of young people from early education through college. Established MOA with Chapman Middle School to provide computers, career counseling, and other support.
	Adopt-A-School: Partnered with Alabama A&M University in the Historically Black College Adopt-A-School Program, serving on the Engineering Technology Advisory Board and assisting A&M with engineering technology accreditation requirements.
	Public Service Recognition Week: Coordinated savings bond donations for school essay contests.
Local Business Support	Minority Expo Business Fair, Huntsville Business Fair, Industry Briefing/Business Opportunities Fair, Federal Dollars & Sense Women-owned Business Symposium: Held symposiums and provided exhibit and speakers from the government sector to discuss contracting issues and procedures; earned award for participation from North Alabama African-American Chamber of Commerce.
	Small Business Open House: Invited over 200 small business contractors to visit and meet with project managers.
Professional Society Support	Society of American Military Engineers (SAME), Huntsville Post: Organize local technical seminars for mandatory engineers' professional development required by Alabama law; participate as speakers at meetings; provided scholarship assistance; organize annual Engineer Run for SAME's scholarship fund.
	American Society of Civil Engineers (ASCE): Active as members, officers, speakers, and on committees.
	National Contract Management Association (NCMA), Huntsville Chapter: Supported educational programs in business or contracting; members recognized by NCMA as certified professional contract managers; our Director of Contracting serves as a board advisor for the Huntsville Chapter and is a nationally recognized fellow; employees are active as members and serve as officers and on committees.
	Association of Government Accountants: Volunteer income tax assistance to local low-income residents.
	Professional Secretaries International: Serve as members on committees, boards, officers.
Community Needs	American Red Cross: Support by hosting monthly blood drives; serve on board of directors. Received Blood Service Award from the Commander of Aviation and Missile Command (AMCOM).
	Combined Federal Campaign: fig. 7.5-51.
	Huntsville City Board of Zoning and Adjustment; Madison County Planning Board ; Storm Water Management Board; Huntsville's Planning Subcommission; Research Park Advisory Board: Serve & advise.
	Our employees volunteer to support the Child Advocacy Center; Special Olympics; Meals-On-Wheels; Salvation Army Soup Kitchen; Adopt-An-Angel program; Christmas Charities, Mountain Outreach program, Habitat for Humanity, Prison Ministry, math and science competition, Boy & Girl Scouts.
Local Environmental Support	Alabama's Executive Environmental Advisory Council: Advise on environmental issues.